

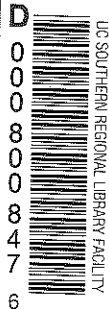
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June 1, 1982

Dear Colleagues,

Eight years ago the University Council of the American Federation of Teachers (UC-AFT) published a booklet dealing with personnel procedures for faculty at the University of California. Written at a time when many campuses in the system were expanding, the booklet attempted to explain the tenure and review process to new faculty and to help them understand their rights within that process. Much has changed in the interval since the booklet appeared: growth has all but ended within the UC system and retrenchment appears to be close at hand. Furthermore, pressure from the State legislature and the passage of the Higher Education Employer-Employee Relations Act of 1978, a collective bargaining bill, have led the University to modify numerous aspects of the review process in the interim. The new atmosphere on campuses and these changes provide ample reason for an update of that booklet.

What follows was written initially by UC-AFT members at UC San Diego with an eye to helping all faculty there understand and work with the review process as it has developed on that campus. Most of what it describes, however, holds equally for practices on other UC campuses, and we are publishing it now for a wider distribution. It focuses on theory and practice in the review process as they have evolved today. It offers concrete suggestions to individuals as they work with that review process. Needless to say, that process has resulted from historical development and need not be taken as a timeless given. We need fully to understand its provisions to see that it works properly in individual cases, but also to work collectively to see that it changes to work more fairly in the future. UC-AFT, through legal cases challenging the University's refusal to implement the Open Files Law enacted by the State legislature, and through the activities of its local chapters on each campus, remains the most consistent supporter of due process rights for faculty in the UC system. As the budget crunch worsens, the University will seek ways to economize and cut back. Only if faculty respond with a unified voice will our views be heard and have an influence on the final policy. We urge you to join with us in these efforts.

Joel Westman
President, UC-AFT
Associate Professor of Mathematics,
UC Irvine

SURVIVAL MANUAL

**for
ACADEMIC SENATE FACULTY
at the
UNIVERSITY OF CALIFORNIA**

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THEORY AND GENERAL CONSIDERATIONS

The basic rules and procedures governing appointment and promotion in the professor series are spelled out in the *Academic Personnel Manual* (APM), sections 200-220. Rules relating to lecturer appointments are described in sections 283 and 287. Each campus has a local *Policy and Procedures Manual* (PPM) which elaborates on local implementation of the statewide regulations. For UC San Diego, sections 230-28 and 230-29 of the PPM provide more detailed information relevant to procedures on the campus.

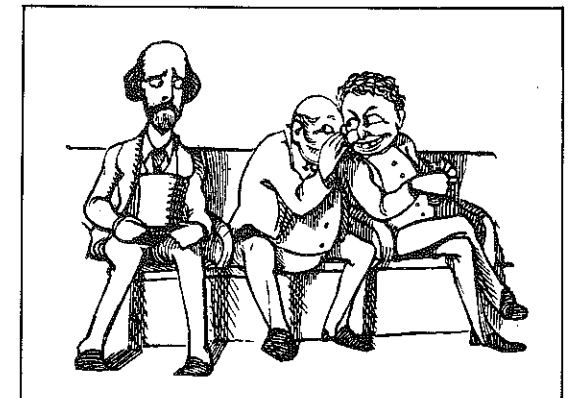
Decisions are made in defined stages. First, a review file is compiled and tenured members of the department concerned meet to make a recommendation. Copies of the file, the departmental recommendation, a letter from the chair, and the candidate's response are submitted to the appropriate College Provost or Dean and to the Graduate Dean, who make their own recommendations to the Vice Chancellor of Academic Affairs. The Vice Chancellor submits these recommendations and the complete file, including publications, to the Committee on Academic Personnel which provides the next level of review. In cases involving consideration of merit increases or junior appointments the Committee members examine the evidence and make a recommendation. In cases of promotions or new appointments at the tenured level the Committee nominates an *ad hoc* review committee (formally appointed by the Vice Chancellor) to make a recommendation, which the Committee transmits with its own recommendation to the Vice Chancellor, who then makes a final recommendation to the Chancellor. The buck stops there.



Criteria to be followed are these:

- (1) teaching
- (2) research and creative activity
- (3) professional competence and activity
- (4) university and public service

The APM prescribes that no one of these criteria should substitute for the others, but unusual strength in one area can offset weakness in another. An explanation of each criterion is set forth in APM section 220, taken from instructions issued by the President of the University. The theory is clear enough; how it is actually applied in practice may be another matter.



Secrecy is a controlling factor at all levels. Although candidates are given a written summary of all letters solicited from outside the department as well as a summary of the departmental recommendation, the statements transmitted by the department chair, Provost or Dean, Graduate Dean, Committee on Academic Personnel, *ad hoc* committee, and Vice Chancellor are all confidential. Departmental members who have considered the case have a right to review the letter summarizing the departmental discussion and recommendation and to submit their own statements, but successive levels of review are closed to them. This is the rule of the university administration, and breaches of confidentiality are subject to disciplinary action.

THE DEPARTMENT LEVEL

The review process begins within an individual's department and here is where consideration of the process should begin.

Career Advancement. Looking first at the procedures and criteria for promotion and tenure which will be applied to a new faculty member, it should be noted that while the APM and PPM outline a standard set of procedures and criteria for a UC campus, in fact these vary widely from unit to unit. Though the department chair is to make recommendations "after consultation with department members," this may mean quite different procedures depending upon the department or its current chair. A newcomer should ascertain informally just how the system operates in his or her unit.

The Administration has laid out a rigid time schedule for the submission and consideration of departmental personnel recommendations, which are prepared and sent forward by the chair. Each unit will have its own schedule for the submission of names of referees, letters of referees, final versions of the bio-bibliography, and so forth. Adherence to these deadlines will help ensure full consideration of an individual's merits, so be sure to get your part of the process completed on time.



Recent changes in rules governing procedures in the review process have given faculty members considerable input in the initial stages of their reviews, and faculty would do well to take advantage of the opportunities thus created. First, each faculty member should take an active part in selecting the material that goes into the review file itself. The file would include recent publications or other evidence of creative activity, but may also include reviews or citations of, or references to, one's work, or other evidence of its importance to other scholars. One may also include evidence of excellence in teaching or professional service that is relevant to the review, but might go unnoticed. It is the department's responsibility to consider all aspects of an individual's work, but it is up to each individual to give his or her colleagues the supporting materials that may help them make a strong case. One should not be overly modest in this regard.



In tenure cases and cases of promotion to Full Professor, letters from "outside" experts play an important role. They are solicited once a review file is complete and here, too, the faculty member has input into the process. As they assemble their files, individuals are asked to give a list of suggested referees who would be qualified to consider their scholarly work. In addition they may suggest names of individuals from whom they request letters *not* be solicited, as long as they offer reasons for such exclusions. Some fraction (currently about two-fifths, at UC San Diego) of the outside letters in a candidate's file are drawn from these suggestions.

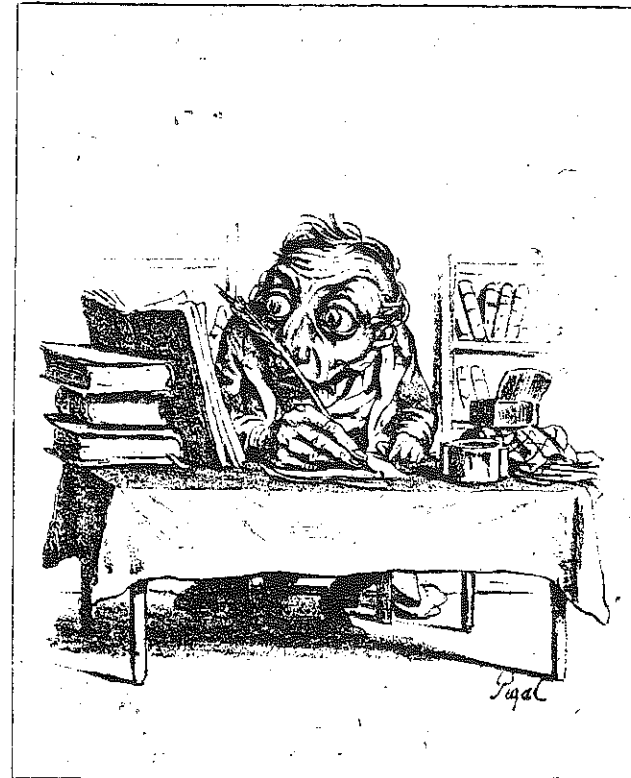
Like the procedures, the supposedly standard criteria also vary from unit to unit. Existing criteria for promotion are discussed in the section under Committee on Academic Personnel, but a newcomer should find out informally which of these criteria are most valued by his or her colleagues. Teaching, for example, may be emphasized in some units and disregarded by others. There is at present no standard evaluation of teaching in use, though published, quarterly student reviews are commonly used at UC San Diego. You should familiarize yourself with the methods of evaluation of teaching used in your unit and also with the actual value placed upon teaching by your departmental colleagues.



Scholarly research and publications are generally essential in all units. As for campus and community service, and professional activities, these vary widely with respect of their value to your career at UC. While some units are cognizant of a faculty member's participation in campus and community arenas, others are quite indifferent to such activity. The Academic Senate may be a valued arena of activity for some units, while others may place more emphasis upon activity with students or community people.

Even in units where such participation is valued, one should remember that while the department is the context for initial recommendations in the UC system the higher levels of academic and administrative decision-making still emphasize scholarly research and writing above all other criteria. Departmental recommendations have more frequently been overturned in recent years than previously, and as the proportion of tenured faculty on a campus increases there may be pressure to "tighten" standards and overrule departmental judgments.

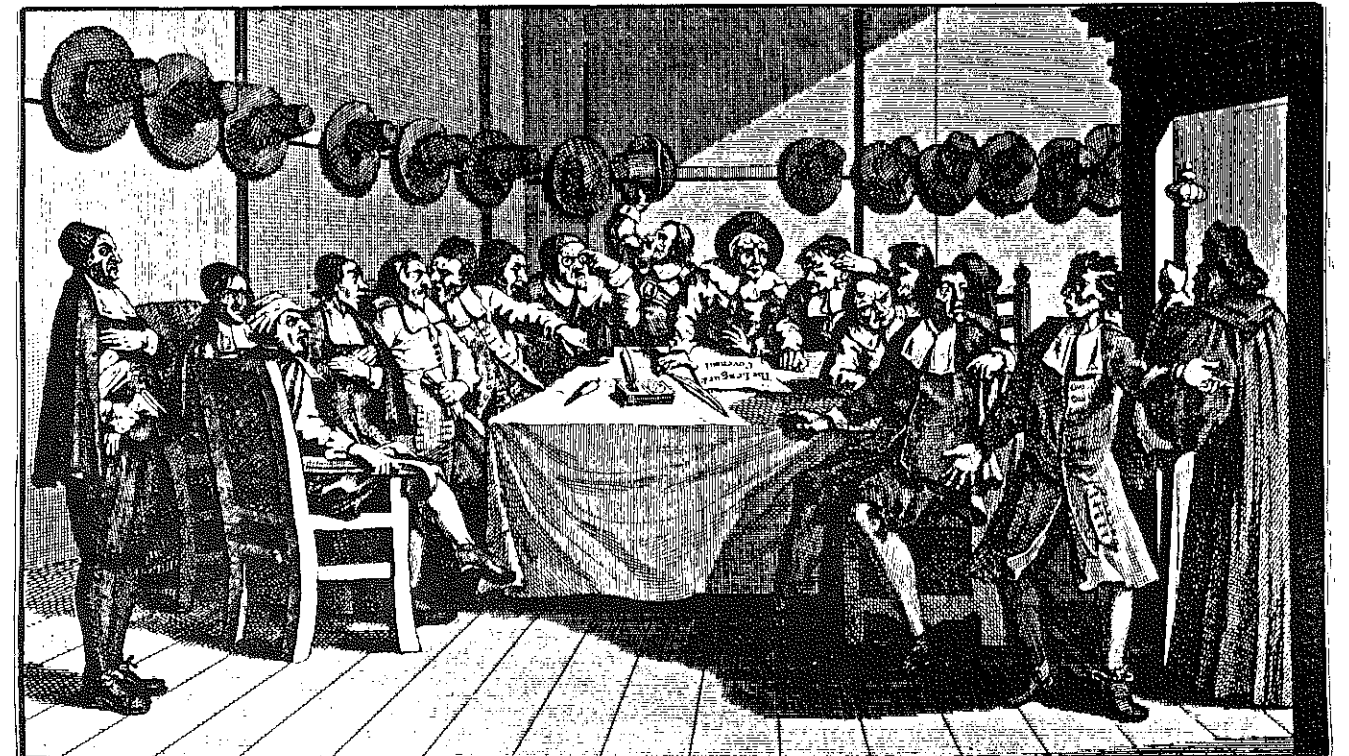
A black and white illustration of a high-backed, ornate chair. The chair features a high, rectangular backrest with a decorative, possibly woven or upholstered, pattern. The seat is also upholstered with a similar pattern. The armrests are thick and curved, ending in decorative, rounded finials. The legs are thick and sturdy, with the front legs having a slightly flared, decorative base. The overall style is reminiscent of traditional or antique furniture.



**PERSPECTIVE FROM
THE COMMITTEE ON
ACADEMIC PERSONNEL**

The CAP consists of between seven and nine tenured members, who at UC San Diego are appointed by the Academic Senate Committee on Committees. Service on CAP is usually for a two (on some campuses, three) year period; an effort is made to represent a cross-section of the campus in terms of various disciplines and backgrounds. In recent years, at UC San Diego, for example, CAP has included at least one

Before making a recommendation on cases involving tenure or promotions, CAP solicits the advice of a secret *ad hoc* committee, usually consisting of five or six tenured faculty. CAP nominates a list of candidates for the *ad hoc* committee--which at UC San Diego includes a "first team" and a "back-up" team in the event that certain members cannot serve. Members of the *ad hoc* committee are selected by virtue of their expertise in the general area of the candidate's research and teaching. Since members of the *ad hoc* committee come from a wide range of departments they generally bring at most an interdisciplinary overlap of interests to the case. CAP expects that the members of the *ad hoc* committee will give the file--especially the scholarship--an independent assessment and thereby serve as an additional check upon the department's judgment as well as on that offered by external referees.

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As a general rule, one member from your department will be nominated to serve on the *ad hoc* committee. However, in cases where the department is closely divided, the CAP may nominate two departmental representatives (one for the majority and one for the minority) or, in some circumstances, it may ignore the department and select a representative from another UC campus. There are no fixed rules of either the Academic Senate or of the CAP which dictate this choice. In controversial cases, or where the departmental vote is divided, CAP may decide that an outside UC representative would contribute more to the decision than departmental members, who are already on record for or against the promotion. In the end, the CAP presents a list of nominations and the Vice Chancellor for Academic Affairs appoints the *ad hoc* committee. Although the process is intended to ensure an unbiased review, the composition of the *ad hoc* Committee can be stacked to promote a particular outcome. The veil of confidentiality makes it difficult for a candidate to judge whether there is a problem on this score.

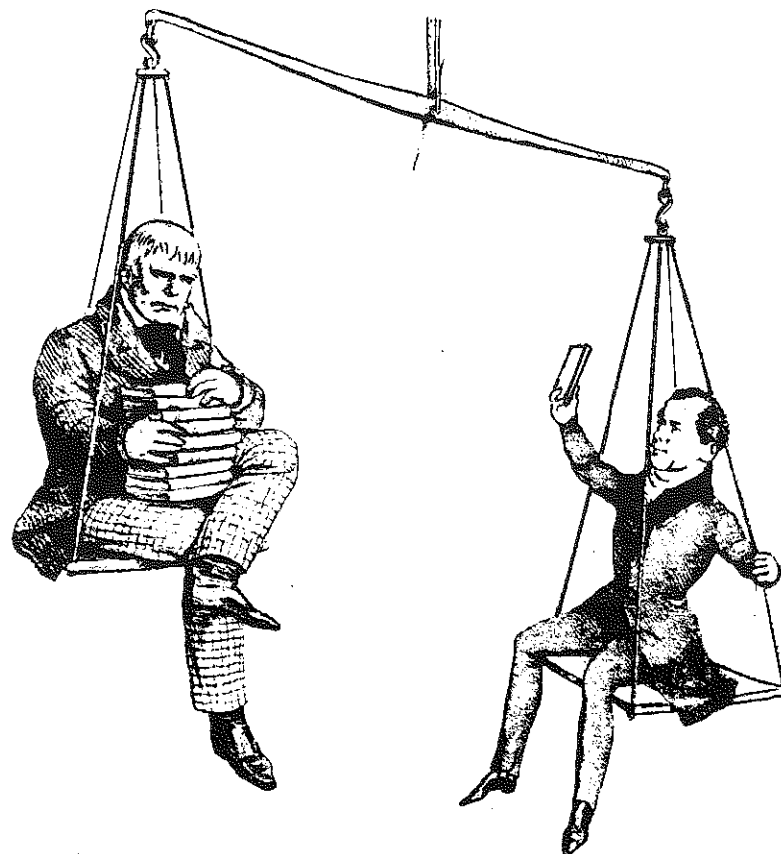
Once the *ad hoc* committee has written its report (or reports in the event of a split verdict), the CAP must make a recommendation to the Vice Chancellor. In these final CAP decisions, the opinions of those faculty members who are closest to the candidate's field (both on the *ad hoc* committee and on the CAP itself) carry considerable weight. Medical School faculty, for example, hesitate to second guess the "experts" from the Humanities and Social Sciences about a promotion in these latter areas. Humanists, likewise, are not anxious to challenge the judgments of radiologists or marine biologists in areas close to their own specializations.

The chair of the CAP prepares a written report for the Vice Chancellor which explains the vote of the committee and the



reasons for division if any. Individual minority reports are seldom written; if the CAP is divided, the basis for the split is set forth in the chair's letter. One or two days after the CAP decision, the chair meets with the Vice Chancellor in person to deliver the written report and to convey orally the substance of the committee's discussions which may require further elaboration.

The final decision after the review process has run its course rests with the Vice Chancellor, who may in fact overrule the recommendations of the department, *ad hoc* committee, or the CAP. In practice, at UC San Diego at least, the Vice Chancellor has rarely exercised his power to overrule the CAP. Recently, however, the Vice Chancellor has intervened more frequently in the review process, calling for additional outside letters, or questioning the composition of nominations for *ad hoc* committees, and in this way exerting pressure on the review before the CAP makes its recommendation.



Criteria. Ideally, a candidate for promotion to associate professor should have a national reputation for scholarship, be an effective teacher and have made reasonable contributions in the service area. The APM and PPM state that promotions are to be based on consideration of comparable work in the candidate's own field or in closely related fields. In other words, promotions are not supposed to be based on absolute or generalized standards.

Research And Creative Activity. There is no question, however, that research in the form of publications is the single most important criterion for advancement. For Fine Arts faculty, exhibits and theatre productions, for example, are the equivalent. A good research scholar will normally be promoted unless the teaching is considered of very poor quality. If a person is a good, very good, or even an outstanding teacher, he or she will not be promoted unless his or her research is considered good. How are publications evaluated?

Quality. Rumors to the contrary notwithstanding, publications are not weighed on a scale. Quality is definitely more important than quantity. Quality is determined by the following criteria, not necessarily in order of importance:

1. Opinions of others in the department, especially those knowledgeable in the individual's field.
2. Quality of the journals or book publisher. Refereed journals are given more weight than non-refereed ones. A beginning Assistant Professor would do well to consult senior colleagues about which journals are considered the most prestigious in a particular field.
3. Published reviews of the individual's books.
4. Opinions of experts asked by the department to write letters of recommendation. These letters should be as specific as possible, should indicate a definite awareness of the research publications being considered, and should indicate the individual's national or international reputation through his or her impact on the field.
5. Citations or reviews of the individual's work in books and professional journals. For the physical and social sciences there exist published citation indexes.
6. Opinions of experts asked to serve on *ad hoc* review committees when such committees have been constituted.
7. Grants, fellowships and similar awards. These constitute testimony to the individual's reputation as a scholar.
8. Outside job offers. These are usually helpful in securing advancements.



Quantity. There is no fixed quantity, and it varies from department to department and from school to school. In Humanities departments, for example, an individual might set a goal to publish an average of one article per year plus one book every seven years. In general, short book reviews are not considered significant contributions. In the Sciences, a greater number of articles is expected, but usually no book. The system, especially the biennial merit reviews for Assistant and Associate Professors, is weighted to the regular production of published articles that is the pattern in scientific research. In the Humanities and Social Sciences scholars working on long-term projects with no published output in the early years of a project may be at a disadvantage.

Variety. Particularly for Assistant Professors, publications should not be solely derived from the dissertation topic. Unpublished papers, no matter how widely distributed among colleagues, are not given much weight. However, articles or books submitted for publication or in progress should be listed and included in the dossier. If possible, the revised dissertation (or articles based on it) should be published, and then the assistant professor should show a solid beginning in further research. Where appropriate, a statement of progress and of future research plans, or a copy of a grant or fellowship application that outlines these plans, may be submitted as well. Joint publications are counted, but the individual would do well to have single-author publications to his or her credit as well.

Teaching. Outstanding teaching may compensate for infrequent publication for a merit increase, but not for a promotion. This is the current practice, at least.

Various sources are used to evaluate teaching. Departmental or student evaluations may be submitted as part of the dossier. In addition, the CAP takes into account: colleagues' comments; the variety and importance of the courses being taught; the number and quality of dissertations being directed (usually more applicable to associate and full professors); the availability of the person for consultation by students and colleagues; letters on the professional status of former students. Teaching an overload is not generally considered an argument for promotion.

Service. Everyone is expected to share in departmental, Senate, and administrative committees. A heavy load in this area, however, is no excuse for weak performances in teaching and research. One exception is that some recognition is given for service as department chair or vice-chair, or Dean or Associate or Assistant Dean. These duties, however, generally do not relieve the individual of pressure to publish research, and an assistant professor should avoid accepting such time-consuming posts.

Professional Activities. Reading papers at national or regional meetings of professional societies or presenting lectures at other universities is recognized as proof of a person's reputation, but these activities are no substitute for publication. Editorial work or holding office in professional organizations is also considered positively. Such activities in the professional schools may take other forms.



Safeguards. When the CAP decisions are conveyed to the individual via the Dean and the department chair, anyone of the three may ask for reconsideration. In such cases, new evidence (a book has just been accepted; a new research grant has been awarded) is normally presented.

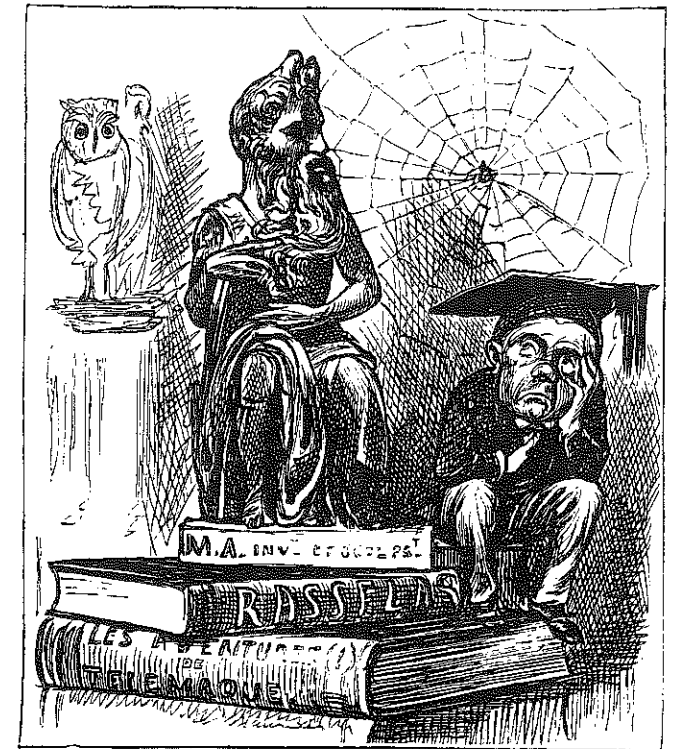
In cases in which a terminal contract is recommended, an individual has a right to be informed before the final decision is made, to respond in writing, and to provide additional material for the review file. Full procedures in these cases are outlined in the APM, section 220-84. Appeals regarding procedural errors, application of impermissible criteria (concerning sex, race, or political views), or terminations may be made to the Privilege and Tenure Committee of the Academic Senate. The workings of this committee and its jurisdiction are considered more fully below in the section "When the System Goes Awry."



THE VICE CHANCELLOR AND CHANCELLOR LEVEL

You should familiarize yourself with the Academic Affairs Office soon after your arrival on campus. The people there will influence your career at UC. If you have questions about your contract (or later about sabbatical leave) and you are unable to obtain satisfactory explanations at a lower level, you should ask the Vice Chancellor (V.C.) for explanations, verbally and, if necessary, in writing. But it is in the review process that this office will most influence your career.

Procedures. As your review file leaves the department, you sign a checklist indicating a list of materials that are included in your file. The V.C. will then check your file against your list and inform you what is missing, if anything. Other materials may be sent to the V.C. to be included in the



file, but in some cases these materials have been returned to the sender with a requirement that they be sent to the department chair first. The rule distinguishing the procedures seems to be that material of a personal nature must go through the normal channel of one's department, while material of a more general nature (such as a statement concerning the climate of one's department) may be sent directly to the V.C. If you want to add more material to your review file after it has left your department, you should probably first ask the V.C. where it should be sent.

Criteria. After the CAP has made its recommendation, the V.C. makes a decision. From past observations, the V.C. has tended to weigh most heavily the research part of the file. Good teaching and active university service do not count much in this office. In some cases the V.C. has considered active university service or excellent teaching as an important part of the record of a person who is a good, but not excellent researcher. In these cases he has made a positive decision.

The Vice Chancellor has been known to make a negative decision and then change his mind. This does not happen often, but it is worthwhile to discuss a negative decision with him. Proof in writing that a mistake has been made will help your case.

Safeguards. If a decision to terminate an Assistant Professor has been made, one may write the Chancellor requesting a written statement of the reasons for this decision. Usually this written statement is not very informative. If a negative decision of any kind has been made and you want to know the reasons for it, you may request a comprehensive summary of the confidential material in the file--the letters of the Provost or Dean and graduate Dean and the recommendations of the *ad hoc* committee and of the CAP. The result will be an aggre-

gated summary prepared in the V.C.'s office from which it is purposely difficult to separate out the judgments made at various levels. Still, from such a statement it may be possible to determine the places in the review process where negative decisions occurred and the reasons for these decisions. The confidentiality of the whole review process makes it difficult to know, at least in theory, anything more about the reasons for decisions reached at the end of a particular review.

WHEN THE SYSTEM GOES AWRY

The review system is supposed to minimize subjective bias and produce decisions based on universal standards fairly applied. Because that doesn't always happen, faculty (especially non-tenured faculty) should be aware of some of the problem areas. The UC-AFT stands ready to assist persons who have been denied due process.

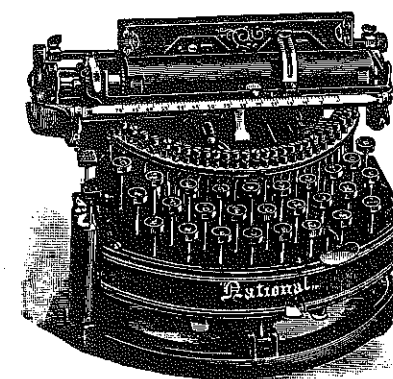


The Secrecy Problem. Confidentiality is justified as essential to securing candid evaluations of candidates for advancement. Sometimes, however, it produces unprofessional, biased evaluations from persons within and outside the university. The summaries of material in the file provided to candidates who request them are supposed to protect the identities of referees while permitting candidates to make cogent objections to misstatements of fact and to contestable interpretations. In practice, it has often proven difficult to work from the summaries provided. In addition, obtaining more adequate summaries has proven difficult, and has involved candidates in procedural disputes with the administration before any substantive issues can be raised, thus creating a negative atmosphere from the beginning. The UC-AFT continues to work for full disclosure of material in files, as was originally intended in the Open Files Bill passed by the State legislature. The UC-AFT has joined with individual faculty challenging the University's refusal to implement the law, and several pertinent cases are currently in the courts.



Chairpersons. Their commitment to fairness is vital to make the system work well. Their letters initiating the review outside the department are foundations on which subsequent reviews are built. Their letters, therefore, must accurately report departmental reviews, but the quality of these letters may vary considerably according to the diligence, conscientiousness and fairness of the chair. A candidate who is concerned about the chair's role can request that one or more senior faculty carefully examine the chair's letter for accuracy and completeness.

The Review Process. Personal, political, and research biases sometimes infect the review process. Candidates who have good reason to believe that one or more individuals (whether from one's own campus or another UC campus) would not be appropriate as members of an *ad hoc* review committee, should notify the department chair or the CAP in advance of the formation of the *ad hoc* committee. On the whole, the CAP diligently seeks expert and unbiased persons to serve on review committees. However, errors are made, sometimes in good faith and sometimes for other reasons. When a department is divided in its judgment, it is vital that the members of the *ad hoc* review committee include advocates of both the minority and majority viewpoints. Candidates are informed about divided departmental recommendations and, in such cases, should request that the CAP make sure both sides are represented on the review committee. Vice Chancellors actually select the members of the *ad hoc* committees and some have been stacked in favor of or against the candidate.



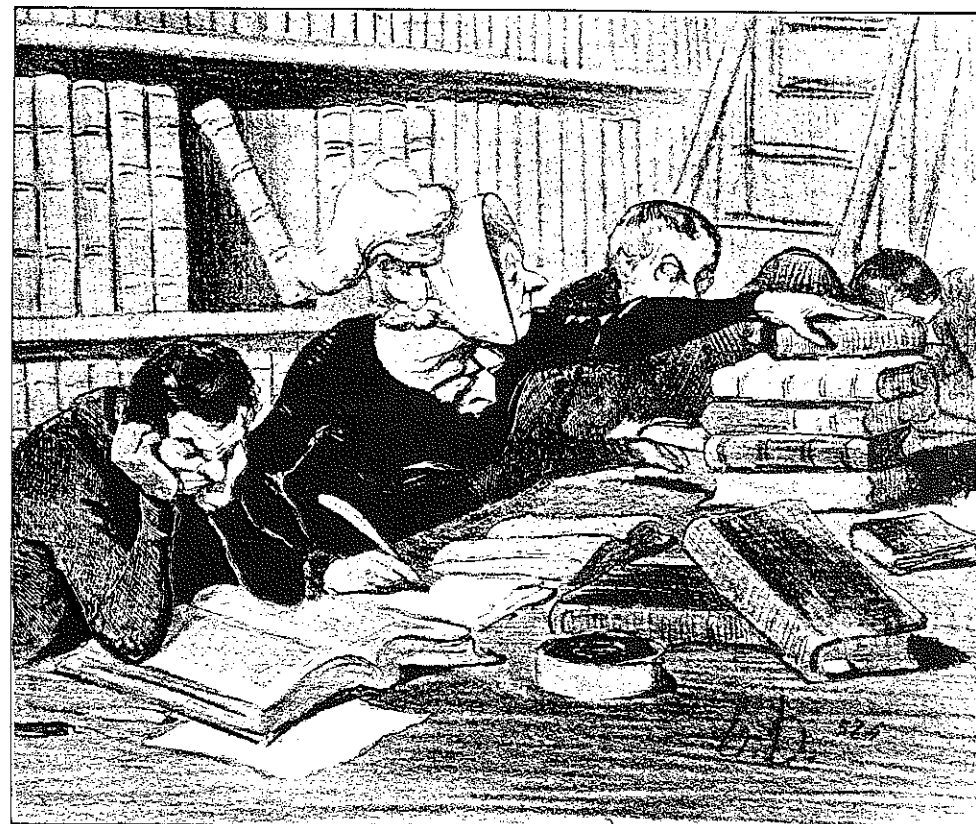
The Privilege and Tenure Committee (P&T) exists as a grievance committee for members of the Academic Senate who feel that their privileges (or tenure) have been affected. The Committee is empowered to deal with three categories of cases: grievance cases, disciplinary cases, and early termination cases.

For example, if a faculty member is disciplined by the administration or Academic Senate, P&T exists as the place where a hearing may take place about that disciplinary action. Similarly, if it is proposed that a faculty member's employment be terminated before the end of the contract, he or she may request that P&T review that decision. P&T will investigate to ensure that the rights of the faculty member were protected.

In practice, however, the bulk of cases which come to P&T deal with the remaining category of cases, namely "grievances." Grievance cases fall into two broadly defined categories. First, the by-laws of the Academic Senate say that the committee exists as a place where a faculty member may "complain...that his [or her] rights or privileges have been violated." In principle,

this means that P&T acts as an all-purpose grievance committee, although it does have the right to require that a complainant first "exhaust all appropriate avenues of administrative redress." Thus, hypothetically speaking, a faculty member slandered by a student, sexually harassed by a colleague, or arbitrarily treated by the Administration would come to P&T to complain.

Secondly, and perhaps more to the point, P&T exists as a hearing mechanism when a faculty member feels that a personnel decision has been made incorrectly. However, it is critical to remember that P&T does not exist as a "court of appeals." It *cannot* examine the substance of a personnel decision in order to determine whether or not a faculty member was appropriately rewarded. *P&T can only examine whether or not the decision that was reached was made in a procedurally fair way.* In other words, the committee cannot overturn the fact that members of the CAP didn't like a manuscript. It is only empowered to judge whether or not the decision was correct in terms of the rules and regulations of the University; or if "impermissible criteria"--race, sex or political conviction--were used in reaching the decision.



In these cases, which tend to make up the bulk of P&T's work, it is important for faculty to realize that the burden of proving that unfair procedures were followed or that impermissible criteria were employed does not rest with the individual faculty member. He or she need only present a reasonably valid concern to the committee. After all, review files are secret; so it is the responsibility of the Committee to determine whether or not a "prima facie" case exists.

Despite limitations in its charge, P&T may be of considerable help to faculty members who feel the normal review procedures have not functioned properly. Few faculty, however, avail themselves of this avenue of appeal, since its functioning is little understood, and its affairs are unpublicized. A potential grievant should at least consider an informal approach to one of the P&T "counselors" on his or her campus. Counselors are former P&T members whose names are on file in the Academic Affairs Office and who have agreed to help grievants decide whether to approach P&T.

Naturally, potential grievants should also seek the advice of senior faculty whom they know well and whose judgments they trust.

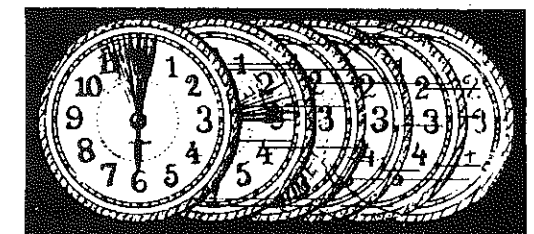
One other thing to know about P&T. If you are considering legal action with respect to any of these difficulties, it is usually the case that one must exhaust administrative remedies first. On the other hand, some kinds of cases have legal clocks which begin "ticking" when you first begin some administrative recourse. P&T on the whole tends to provide faculty with real recourse when their rights have been abused, but it often works slowly, made up as it is of other faculty. Thus, prospective complainants should have a good sense of the time constraints on their cases. A tenured faculty member may feel more able to proceed through this channel than an untenured one appealing an early termination. For the latter, of course, the stakes are much higher, and he or she would want to weigh alternatives carefully.

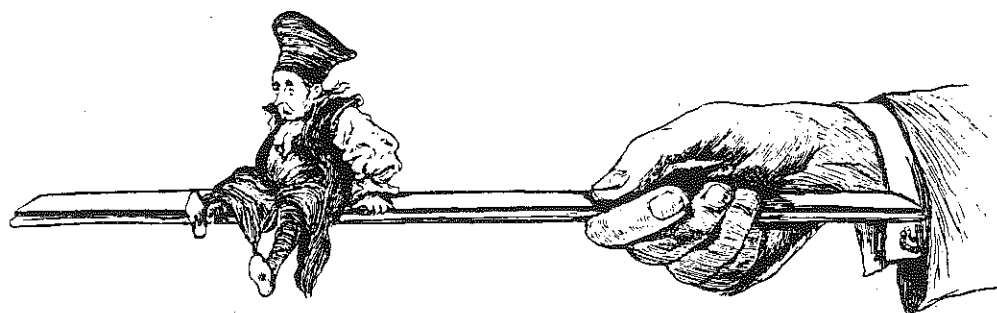
Until the UC-AFT secures an adequate grievance procedure that will hold University officials accountable, there will be no adequate remedy. Even now, greater awareness of the dangers discussed in this section, and a greater willingness to make appeals within the existing system where one believes due process to have been violated, will serve as a restraint on those who may be tempted by bias. The most frequent departures from the application of universal norms occur at the departmental level, where personal likes and dislikes sometimes come into play in personnel decisions. Here again the best protection at present is alertness to the possibility of bias, and willingness of both senior and junior faculty to make those who abuse the system accountable, which they rarely have been in the past. One well-prepared case brought to the Privilege and Tenure Committee against a chairperson or biased colleague guilty of unprofessional conduct will surely have a deterrent effect in the future.

Candidates should not simply sign away their right to be informed of the various stages of a review by initialing the blanket paragraph of the check-sheet. They should not allow themselves to be intimidated by the procedures, which, while complex, represent the only efforts by the University to provide accountability and fairness which are verifiable by the candidate.

All Assistant Professors have the right to know precisely where they stand on the tenure time clock and what sabbatical time they have accrued. They would be well advised to request that department chair furnish answers, in writing, to the following questions:

- In what quarter of what academic year will I come up for a tenure decision in the department?
- Exactly how has my length of service been calculated? (Including, where relevant, an explanation of the treatment of half-time appointments, appointments shared with other departments or institutes, time "bought" on grants, appointments as Lecturer, and appointments at other UC campuses.)
- Given departmental practice, in what quarter of what academic year will I come up for a pre-tenure appraisal?
- Exactly how are decisions made in the department as to whether or not to recommend an Assistant Professor for advancement at the time of the pre-tenure appraisal, and at the tenure decision itself?
- What assurances may be offered in writing that I will not be brought up for an early appraisal or tenure decision unless I request it, and that the department will refuse to make a premature evaluation even if the administration requests it?
- What assurances may be offered that if I meet the high standards of advancement traditionally set by the university other obstacles to tenure will not be imposed, such as explicit or implicit tenure quotas, departmental budget cuts or other considerations?





What To Do When In Trouble. If you believe your rights have been violated at any stage of the personnel procedures, immediately consult with a sympathetic and honest member of your department as well as with an officer of the UC-AFT on campus. Too many individuals have been denied fair treatment because they did not act promptly to defend themselves in an effective manner.

No person should pursue a grievance at any level without consulting representatives of the UC-AFT or other appropriate colleagues who know how the system works and can provide valuable advice on how to proceed. On many campuses, the local UC-AFT chapter maintains a grievance committee, consisting of experienced faculty members who have agreed to work privately with individuals who feel the review process has not served them fairly.

In a time when academic budgets are tight and tenure positions are difficult for departments to secure, there may be a greater tendency for non-professional judgments to distort personnel procedures. One should be especially alert to attempts by academic administrators to manipulate the

review process as a means of increasing their authority over academic policy and control over the allocation of resources.

Remember, too, that in law and in practice, administrators have received managerial authority to run the University by the Board of Regents-- a board which has been twice condemned by the AAUP in the last three decades for gross violations of academic freedom. UC rules do require that administrators consult with faculty. However, the quality of that consultation depends greatly on the willingness of faculty to play a strong, independent and fearless role in academic decision-making.

The review system is supposed to minimize subjective bias and produce decisions based on universal standards fairly applied. Because that doesn't always happen, faculty, especially the non-tenured, should be aware of some of the problem areas. The UC-AFT stands ready to assist persons who have been denied due process. In addition, we are working to assure the dignity and fair treatment of all academic employees in the UC system. Won't you join us in these efforts?

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